A&M-COMMERCE

MGT 527:
STRATEGIC MANAGEMENT
FALL SEMESTER 2019

Instructor:	**Dr. Alex Williams**
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Office:	**COB 3rd Floor**
Office Hours:	**Mon - Thurs 10-11am and by Appointment (or send me an email anytime!)**

REQUIRED TEXT: Hitt/Ireland/Hoskisson - Strategic Management: Concepts and Cases: Competitiveness and Globalization, loose leaf 2017 bundle with MindTap. 9781337062916

This class utilizes the Connect learning tool. Be sure to purchase this through the bookstore. It will include a digital (online) version of the textbook along with the Connect material.

COURSE DESCRIPTION:
A study of administrative processes and policy determination at the general management level through the use of case analysis. Course is open to Business majors only. Course should be taken during semester of graduation.

COURSE OBJECTIVES:
1. Understand, and be able to utilize, Strategic Management and ancillary business theories.
2. Understand the role of ethics in the strategic management of organizations.
3. Understand the influence that external forces--social, political/legal, economic, technological, and globalization--exert in business performance.
4. Understand strategy research, including extensive use of the internet as a research tool.
5. Be able to systematically apply strategic management models, concepts, & tools to the analysis of an ongoing enterprise, including industry, environmental, and firm assessments; firm, business, and functional strategic assessments; development & evaluation of strategic alternatives; and strategic implementation and control.

GLOBAL COURSE:
MGT 527, a Texas A&M University-Commerce Global Course, seeks to prepare students for an interconnected world through a focus on improved global competence. As a part of their respective Strategic Audits, students will demonstrate ability to apply their knowledge of the interconnectedness of global dynamics as they analyze organizations, their industries, and their internal and external environments. After grading, students will submit their Strategic Audits to ePortfolio - https://leo.tamuc.edu – ManeSync tab.
This course meets QEP Global Objectives 1 and 2. Final grades will be input AFTER Strategic Audits are submitted to ePortfolio.

COURSE FORMAT:
This course is entirely Web-based. You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the MyLeoOnline course management website.

COURSE SCHEDULE:
A course schedule is included at the end of this syllabus.

SYLLABUS SUBJECT TO CHANGE STATEMENT:
I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make adjustments based on what actually happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY:
Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy has been posted under the “Doc Sharing” tab. You should read this document, initial it, and submit it to me via its corresponding “Dropbox”.

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Student Disability Resources & Services
Texas A&M University-Commerce
Gee Library, Room 162
Phone (903) 886-5150 or (903) 886-5835 Fax (903) 468-8148
StudentDisabilityServices@tamuc.edu

CAMPUS CONCEALED CARRY STATEMENT:
Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to ((http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

TENETS OF COMMON BEHAVIOR STATEMENT:
All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

UNIVERSITY NONDISCRIMINATION STATEMENT:
A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:
Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during "electronic communication". Texas A&M-Commerce expects this from you, as do current and future employers. Since so much communication in the workplace is "electronic" nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions.
- **Regular and Timely Attendance and Participation:** You are expected to log onto MyLeoOnline regularly. It is the responsibility of each student to keep up with the scheduled readings, discussions, and assignments/exams.
- **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced via MyLeoOnline and e-mail. It is your responsibility to become aware of any such changes.
- **E-mail: R**outinely check your **Texas A&M-Commerce** email account. This is my primary mechanism for communicating outside of the class and MyLeoOnline. Additionally, I check my e-mail several times a day, so this is the best way to reach me. I strive to respond to any email within 24 hrs (even if it just to acknowledge receipt of the email while I continue to work on the request).

ASSIGNMENTS:

1. **Format & Naming Convention:** All submitted assignments should be MS Word (.doc or docx) documents unless otherwise posted in the assignment instructions. Put your "LastnameFirstname" in the title of all submitted documents. Example: "WilliamsAlex_Assignment_1.docx"
2. **Due Dates & Times: Due Dates & Times:** Assignments are due at the **date** and **time** listed in MyLeoOnline. You will have until **11:30 PM CST on the due date** to submit assignments.
3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don't turn in work that is incomplete.
4. **Late Policy:** I will accept late assignments, but with penalty. For each day that your assignment is late, I will deduct **10 POINTS** from your grade. If you do not meet the 11:59 PM deadline (even by one or two minutes), I will deduct 10 points. If you do not turn the assignment in by 11:59 PM CST the next day, I will deduct an additional 10 points, and so on. Saturdays and Sundays count towards the total days late.
5. **Make-up Exams or Late Assignments are only accepted if you obtain university approved documentation for your excuse.** There are no make-up assignments for poor performance on a previous assignment.

GRADE COMPONENTS:

Component	Type	Grade Percentage
Strategic Plan	Team	20 %
Strategic Audit	Individual	20 %
Case Analysis	Individual	20 %
Group Project	Team	20 %
Exams - Multiple Choice	Individual	20 %
Course Total		**100 %**

Grading Scale:	
A	90 – 100%
B	80 – 89%
C	70-79%
D	60-69%
F	Below 60%

Incomplete - Must be previously agreed upon by student and instructor.
Withdrawal - Must be initiated by the student administratively.

CASES:
Cases constitute to be the major part of this course. They will be used to integrate the material you were exposed to in your previous classes and some new material you are going to be exposed in this class. You have to read the assigned cases thoroughly and must be ready to answer the related questions. The case method is intended to lead us to a debate. During this debate, sometimes we will reach a consensus while other times a single "right answer" may not emerge. The idea is not always to find the right answer but the reasoning process we adopt in our analyses.

STRATEGIC AUDIT: Each student is required to conduct a strategic audit for an assigned company. The individual strategic audits will count as the comprehensive exam for graduation. YOU MUST OBTAIN A PASSING GRADE ON THIS SUBMISSION TO GRADUATE.

INDIVIDUAL CASE ANALYSIS: The rubric for this individual assignment is Rubric 2 as can be seen 4 below. There will be 2 individual case analyses

STRATEGIC PLAN: Each team (composed of 4-5 students) is required to prepare a strategic plan for a publicly traded company. The rubric for this assignment is below (Rubric 3).

GROUP PROJECT: Each group (composed of 4-5 students) will be assigned to analyze a case, prepare a report and present it in class using visual aids (e.g., handouts, PowerPoint slides, overheads). The students of the online class will write a report and prepare the related PowerPoint slides. Use the concepts you learn in this class and previous classes to perform your analysis. You will get to rate your group members based on their contribution. I do not want you to come to me to complain about your group members. Try to solve problems in your group as if you will do in real life. Keep in mind that 25 percent of your grade for the group presentation will depend on how your group members rate you individually. In other words, learn how to be a good team player.

EXAMS: Exams may include multiple choice and essay type questions.
Please note: If a student misses an exam, the student will earn a grade of zero. Makeup exams will not be given.

Further details on all assignments and grade components will be provided in MyLeoOnline and in class.

IF YOU EVER FEEL AS IF YOU NEED TO MEET WITH ME OR SPEAK OVER THE PHONE IN ORDER TO CLARIFY ASSIGNMENTS, DISCUSS CONCERNS ABOUT THE CLASS, ETC., E-MAIL ME IN ORDER TO SET UP AN APPOINTMENT.

WEEK & DATE		TOPICS: TEXT CHAPTERS	
1.	08/26/2019	Introduction to class, syllabus, formation of groups Chapter 1 - Strategic Management and Strategic ompetitiveness **Read, Initial, and Submit the Honesty Policy**	
2.	09/02/2019	Chapter 2 - The External Environment: Opportunities, Threats, Industry Competitiveness, and Competitor Analysis	
3.	09/09/2019	Chapter 3 - The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantage	
4.	09/16/2019	Chapter 4 - Business Level Strategy	
5.	09/23/2019	Chapter 5- Competitive Rivalry and Competitive Dynamics	
6.	09/30/2019	Chapter 6 - Corporate-Level Strategy	
7.	10/07/2019	EXAM 1	
8.	10/14/2019	Chapter 7 - Merger and Acquisition Strategies	
9.	10/21/2019	Chapter 8 - International Strategy	
10.	10/28/2019	Chapter 9 - Cooperative Strategy	
11.	11/04/2019	Chapter 10 - Corporate Governance	
12.	11/11/2019	Chapter 11 - Organizational Structure and Controls	
13.	11/18/2019	Chapter 12 - Strategic Leadership Chapter 13 - Strategic Entrepreneurship	
14.	11/25/2019	Course Review	
15.	12/02/2019	Group Projects/Presentations	
16.	12/09/2019	EXAM 2	

Consider this a tentative schedule (subject to change).
The official schedule will be maintained within our Learning Management System (MyLeoOnline); therefore, please refer to MyLeoOnline for complete schedule.